


Telefonica

Privacy Data & Control

Designing, developing and delivering experiences
to empower users through data.



Introduction

Privacy has changed and it is something (almost) nobody enjoys managing. It is often something mandatory, obscure, that tends to have very negative connotations. However, Telefonica has decided to change this. Aura was created two years ago with the purpose of defining a disruptive, empowering and transparent experience for the users to control their own data.

New privacy and data management rules

Last year, GDPR became applicable from May 25th, establishing a new set of policies that establishes how organisations should handle their customers' data. This has supposed a before and an after because it has caused a change in all organisations trading in Europe.

With the GDPR, the user must be informed about who is dealing with his data and what is it going to be used for. In fact, the user should have the option to modify his data when he considers appropriate, erase them altogether from the company's database and have the choice to download them in a structured way when he wishes. Moreover, he has the right to control his data, so that he can stop sharing it at any time and can oppose to his data being used for decision making or profiling.

The GDPR is based upon a series of rights. These are: the right to be informed in a transparent way, the right to have access, the right to rectify, the right to get information erased, the right to restrict the data processing, the right to have data portability, and the right to object.

The problem is that the GDPR gives users the right to access to their information, but it is rather ambiguous about the way they can do it. Consequently, the understanding of the data gathered becomes a difficulty for users because that is not being regulated.

Ethics in AI

The rise of AI has triggered the establishment and first conversations to develop an Ethics in Artificial

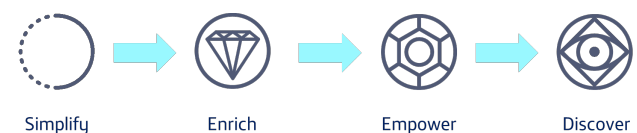
Intelligence design policy. The European Commission's High-Level Expert on Artificial Intelligence (AI HLEG) has drafted an Ethics Guidelines for Trustworthy AI, which is

the first official document produced by this organisation. This document serves as a guide to establish some basic ethic and trust rules when it comes to AI design.

What draw our attention when we found this, besides the urgent necessity of these guidelines, is its closeness to the GDPR rights. For instance, when it comes to designing a trustful AI, data governance, privacy respect, security and transparency are some of the key requirements for doing so. Consequently, there is a strong focus on these aspects when designing, developing and delivering this type of technology.

An opportunity to change the rules of the game

Aura, Telefonica's virtual assistant built upon artificial intelligence is based on its four pillars, also known as superpowers: Simplify, Enrich, Empower and Discover.



For the last two years, Telefonica has been focusing on the first two super powers, Simplify the services and Enriching the lives of their customers through the data that Aura is able to gather. However, behind scenes, there has been a lot of work to convey the third superpower, Empower. This was a key pillar in Telefonica's strategy, to empower users through their own data. To change their role, from passive to active.

Empowerment is the approach to provide transparency, control and privacy consciousness to the user, nevertheless, there are many ways to develop a new mindset around privacy. The GDPR has set the objectives but the rules are still being put in place. There is a need to embrace the new scenarios that are arising around data, not considering it a drawback but an opportunity to design and to build a new relationship between users and data-driven organisations.

What is happening in people's lives and behaviors?

Users are being overwhelmed by all the emails and news regarding the changes in the sites, apps, social networks, etc. they have been using over the years. Therefore, generating an evolution in the perceptions and concerns about data management and users' privacy that they might have never considered before.

This has made data management tangible, becoming a new common line of discussion and considerations. However, every person is different and, as before GDPR, privacy can or cannot be something that worries or concerns users in excess, but it has definitely made an impact in people's awareness.

Users can be divided into different profiles when it comes to data management and privacy-driven behaviours and habits. There are some people who are well aware of data management and sharing so they develop strategies that keep them from sharing data, other users are more pragmatic and prefer to think about it as a trading system: "what data do you require from me and what are you offering in return?". If that is something that interests the user, he will be willing to share his data. On the other side of the spectrum, we find users who have heard about data sharing but do not want to invest time and resources in managing it while there are some users that prefer to ignore this topic altogether.

Nevertheless, these profiles are not static, GDPR, data breaches, scandals, etc. have an impact on their habits when it comes to their interaction with technology. In Telefonica, we have carried out a comparative study between 2015 and 2018 and have identified a migration of significant percentages in the privacy profiles. People who were more trustful in organisations has made his mind and vice versa. This demonstrates people's behaviours and awareness is changing, and it will continue to change accordingly to the way organisations behave about it. Ultimately, we want users to trust us with their data, to confide us with their data, and not having to worry about how we use it because they know what we use it for and have agreed to letting us manage it.

We have the power to educate people on data, to give them the tools to control it in a sensible and conscious

way, to lead a new paradigm where awareness does not mean panicking but choosing and making decisions that are beneficial for all parties. It is something we, as companies and as data driven organisations, must embrace in this new era.

How do we empower our customers?

Turning privacy management into a delightful experience has been a great challenge. How to turn a rather uncomfortable and dull experience into something that can empower users and make them feel more connected to your brand and the services you are offering them?

Honesty and sincerity

We need to build trust to empower the users, what data is collected, for what purpose and what it is used for, should be explained honestly and clearly to them.

If the main objective of Aura is to develop trust in users, honest and sincerity is a core pillar in achieving it. The key aspect to carry out this value is to use a very simple and clear language that helps the user to avoid feeling like the company, in this case Telefonica, is hiding something from him, which, when it is well done increases trust. Explaining users what the data is used for, what data is being collected and what is its purpose is something users should be aware of and should be explained in the most possible honest way to build trust.

"Businesses must collect and process users data responsibly and being very transparent about how they do so"

The privacy onion

There are different user privacy profiles, but everybody usually receives the same amount of information when it comes to privacy. Offering tailored amounts of information regarding privacy is really valuable for users.

We have seen that there are different user privacy profiles, so why should they all receive the same amount of information when it comes to privacy and data management? It seems something sensible, but currently this is something that does not tend to

happen. So, we decided to change the game here, offering tailored amounts of information regarding privacy depending on the user privacy profile.

An easy way to visualise this approach is to think about an onion, the most resigned and naïve users would settle for the outer layer, however, as their interest and concerns increase, they would want to have access to more information, in this case, the more in-depth layers of the onion. This personalisation of the information is something that has never been done before and it represents a competitive advantage in privacy information management.

"Users have broader rights now, including the right to a simplified privacy user experience"

Visual simplicity

Privacy is perceived as boring, tricky and complex so showing the information in smaller blocks that are better understood, accompanied by icons and visuals enhances comprehension.

Privacy tends to be associated with very tedious and long documents, so we decided to approach it in a very different way, using visual language to simplify and visualise the information. This enables presenting the information in smaller blocks that are better understood and to link easily icons and visuals to the text that goes with them, which helps to a better comprehension of the information given.

Easy access to information

Users are not used to controlling their data, so it is important organisations make an effort to educate them and make them feel they are now the owners and controllers of their data.

Unfortunately, users are not used to having control over their data so they are not well aware where and how they can access to it. Using a pedagogical component to guide the user increases the feeling of control. This has been a very complex process for the Aura team, as designing access to personal information can become an overwhelming experience that can generate rejection from user at the moment of discovery of his gathered personal information.

Transferring control

Having a system that enables users to have control over their information and make their own informed decisions is something that really empowers them.

Quite often, organisations tend to make assumptions about what the user wants, but in this case, it is rather important to let them make their own decisions. Allowing users to have control over their information it is something that empowers them enormously because it is something they are not used to. On the other hand, it also helps them make better informed decisions, as they feel they have all the information needed and consequently, making the right choice.

Aura's core artefacts to convey control, transparency and privacy

To design a user centred strategy when it comes to data, requires identifying the user touchpoints with the company and the services it provides. We identified a series of crucial touchpoints in which there is an opportunity to convey these concepts. These are: discovery, management and consulting their privacy data. These key moments in the experience enabled us to design and develop a series of artefacts in which to communicate users our empowering values and mission:

Onboarding

The first moment of truth to tackle was to design and generate a reciprocal agreement between Telefonica and the user at the beginning of their relationship. The Privacy Onboarding experience introduces users to personal data privacy and transparency in Aura.

When two people meet for the first time, there needs to be an exploration about what they are like, what are the boundaries between them, so the same happens when someone starts using Aura. There needs to be an establishment of the relationship between Aura and the user regarding privacy and data management.

This onboarding process has been carefully crafted to convey the key concepts of transparency. It is comprised by a "Privacy agreement" between the user

and Aura, where Aura explains the terms of their relationship, what data is going to be gathered and how is not going to be shared.

Privacy permissions management

We wanted to give users control over their data, but the main challenge was to create a simple, intuitive, yet informed, and conscious experience, so we decided to create a Control Artefact that would enable a personal privacy permissions management.

Therefore, the Control Artefact has the purpose of affording effective control to users over how services connected to the Aura access their personal data. Control must be informed and easily accessible, i.e., Users must understand how their data is used, and why this use is valuable to them.

For us is also really crucial that users are able to understand the value of the services enabled by the data, more than the Data Type: if we communicate to users that we are delivering a "data premium" without harming their privacy, then they will see no need to limit their data exposure. This has been a true challenge because it is a rather uncharted territory, so the visualisation of data, its management system, and users' understanding of all of it have been the key focus.

Ultimately, the Privacy Permissions Artefact enables users GDPR right to control how their data is being gathered and processed through Aura, conveying a secure and transparent system to have control over it.

Data portability

One of the rights of the GDPR is having the opportunity to download your data and transfer it to another organisation. In Aura we wanted to make this process as simple and comprehensible as possible for our customers, so we developed a Data Portability process. Successfully carrying out this process is not only something technically challenging, but also complex for the teams to create a tool and artefact that is both understandable for users but simple and structured for the organisation.

Considering this is a rather new concept, and users are not yet fully aware of what it entitles, several research

studies have been undertaken in order to identify the key valuable data for users in this situation, how to visualise it, how can we make it more useful for customers to digest it and how can we make this process as simple as possible so they do not feel this is a very tricky thing to do.

This artefact is at the core of our privacy, control, security and transparency strategy as being able to control your data, gather it and take it with you whenever you want is something truly empowering for users.

ATC: Aura Transparency Center

Having all these artefacts separately is useful because each one of them belongs to specific contexts, however, it becomes necessary to group them in a compelling artefact that enables the user to have a holistic view of how he is managing his own personal data in Telefonica. Having a full view of the decisions that he is making.

The ATC will be our customers' one-stop shop for all privacy and personal data things. It will serve to experience Aura as a privacy-friendly technology, as well as offer points of control (Privacy Permissions) and data transparency (Timeline) for logged in users. In fact, The ATC has been conceived to be autonomous and able to offer two experiences: 1) a public experience open to everyone, and 2) a private experience offered to logged in Telefonica users.

Key learnings to empower users through data

In summary, our key objective when developing Aura has been to pursue a delightful user experience that is able to empower users through data. To do so, a series of aspects are at the core of designing data-centred services:

- Awareness
- Honesty
- Simplicity
- Easy Access
- Visual information
- Accessible language
- Control

These aspects have been key to achieve our objectives: to empower users to manage their privacy options in a conscious and informed way, to educate and generate awareness for clients without causing any panic and to link Aura and the different commercial brands to inspire trust in users, to have control over their personal data.

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